

MEMORANDUM FOR: Assistant Secretary of Defense
(Manpower and Personnel)

SUBJECT : Evaluation Reports for Officers Assigned to the
Central Intelligence Agency

1. The Central Intelligence Agency has observed the policy of the Secretary of Defense governing preparation of officer efficiency reports since its publication 9 August 1950. Because only a few detailed officers can be assigned to duties directly supervised by a senior officer of the same service, the "letter-type" report, as required by the cited policy, has become the predominant rating instrument in Central Intelligence Agency activities.

2. We have observed that ratings prepared in letter form have a marked adverse effect upon officer morale. This procedure has been the subject of a number of individual complaints premised on the belief that such ratings prevent proper recognition of performance on a basis which permits fair comparison with contemporaries who serve in conventional assignments. "Letter-type" reports have particular significance to Army officers because application of the standard scoring technique and numerical efficiency index is not possible. Thus, a superior Army officer who receives "letter-type" reports for outstanding performance is, nevertheless, unable to improve his over-all efficiency index. These officers generally believe that this penalizes them in any selection procedure where the numerical efficiency index is a factor. This is a genuinely disturbing factor which contributes to the understandable reluctance of some outstanding officers to be detailed outside the conventional pattern of duty assignments.

3. It is felt that, in the interest of fairness to the officers who are selected for detail to the Central Intelligence Agency, the performance of these officers should be evaluated through the use of the same rating instruments that apply to their contemporaries who serve under senior officers of the same service. I understand that provision for such standard ratings has been made for officers assigned to the Office of the Secretary of Defense, and that regulations

abolishing the "letter-type" effectiveness report have been published by the Air Force. It is hoped that similar changes can be made for all officers serving with this Agency, whether supervised by civilians or by officers of different services, in order that ratings may be recorded on regular career forms and in accordance with performance evaluation procedures prescribed by the respective military services. I am sure that the essential administrative controls and indoctrination of supervisors who are unfamiliar with standard rating forms can be accomplished and maintained to preserve the integrity of existing rating policies and systems.

ALLEN W. TULLER
Director

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151

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- 2 -